



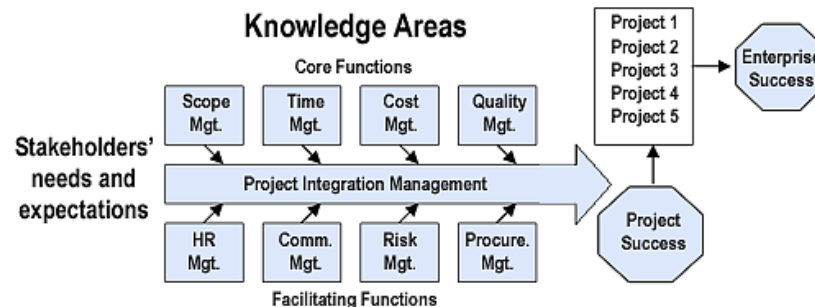
Building Excellence in Project Execution Integrated Project Management

James "Jamie" Schlosser
Space and Naval Warfare Systems Center Pacific

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▼ Reduced Defense Budgets, Alignment of Better Buying Power at the Program level drives projects that support those programs to become more effective and efficient.

▼ Integrated Project Management provides better insight into project execution across the lifecycle.



Better Buying Power 3.0
Achieving Dominant Capabilities through Technical Excellence and Innovation

- Achieve Affordable Programs**
 - Continue to set and enforce affordability caps
- Achieve Dominant Capabilities While Controlling Lifecycle Costs**
 - Strengthen and expand "should cost" based cost management
 - Anticipate and plan for responsive and emerging threats by building stronger partnerships of acquisition, requirements and intelligence communities
 - Institutionalize stronger DoD level Long Range R&D Program Plans
 - Strengthen cybersecurity throughout the product lifecycle
- Incentivize Productivity in Industry and Government**
 - Align profitability more tightly with Department goals
 - Employ appropriate contract types, but increase the use of incentive type contracts
 - Expand the superior supplier incentive program
 - Ensure effective use of Performance-Based Logistics
 - Remove barriers to commercial technology utilization
 - Improve the return on investment in DoD laboratories
 - Increase the productivity of corporate R&D
- Incentivize Innovation in Industry and Government**
 - Increase the use of prototyping and experimentation
 - Emphasize technology insertion and refresh in program planning
 - Use Modular Open Systems Architecture to stimulate innovation
 - Increase the return on and access to small business research and development
 - Provide draft technical requirements to industry early and involve industry in funded concept definition
 - Provide clear and objective "best value" definitions to industry
- Eliminate Unproductive Processes and Bureaucracy**
 - Emphasize acquisition chain of command responsibility, authority and accountability
 - Reduce cycle times while ensuring sound investments
 - Streamline documentation requirements and staff reviews
 - Remove unproductive requirements imposed on industry
- Promote Effective Competition**
 - Create and maintain competitive environments
 - Improve DoD outreach for technology and products from global markets
 - Increase small business participation, including more effective use of market research
- Improve Tradecraft in Acquisition of Services**
 - Strengthen contract management outside the normal acquisition chain - installations, etc.
 - Improve requirements definition for services
 - Improve the effectiveness and productivity of contracted engineering and technical services
- Improve the Professionalism of the Total Acquisition Workforce**
 - Establish higher standards for key leadership positions
 - Establish stronger professional qualification requirements for all acquisition specialties
 - Strengthen organic engineering capabilities
 - Ensure development program leadership is technically qualified to manage R&D activities
 - Improve our leaders' ability to understand and mitigate technical risk
 - Increase DoD support for STEM education

**Continue Strengthening Our Culture of:
Cost Consciousness, Professionalism, and Technical Excellence**

Attachment 1

Project / Integrated Project Management Defined

▼ The Typical Project

PMI Definition - a temporary endeavor undertaken to create a unique product, service or result

▼ What about this "Integrated Project Management"

PMI Defined

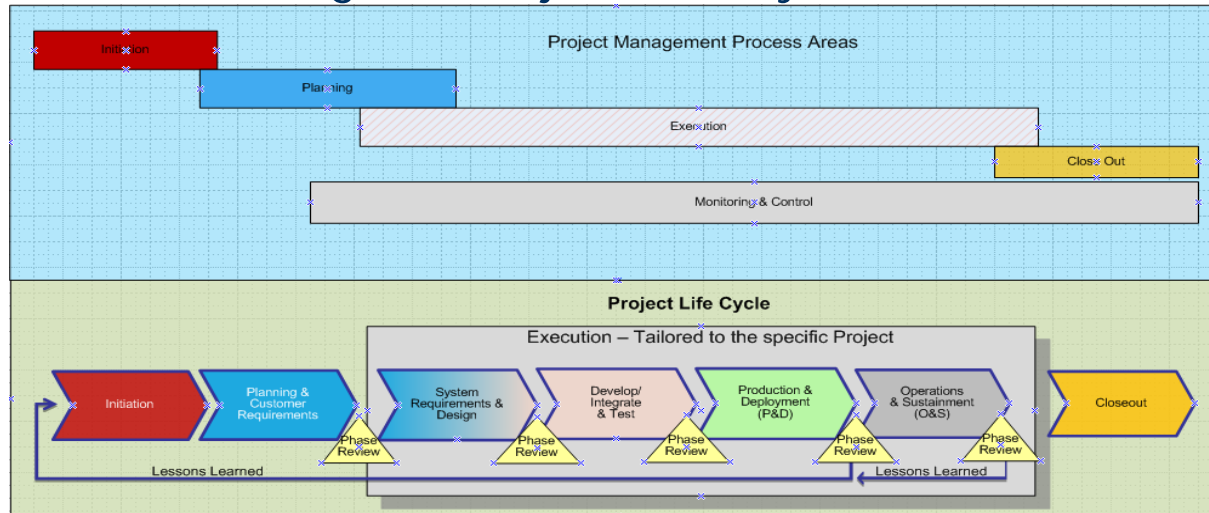
"Project Integration Management includes the processes and activities needed to **identify, define, combine, unify, and coordinate** the various processes and activities with the project management process groups. In the project management context, integration includes characteristics of **unification, consolidation, communication** and integrative actions that are crucial to **controlled project execution through completion**, successfully managing stakeholder expectations and meeting requirements

Capability Maturity Mode Integration (CMMI) Defined

The **integrated process** for the project management which is tailored from the organization's standard process of project management"

Project Life Cycle

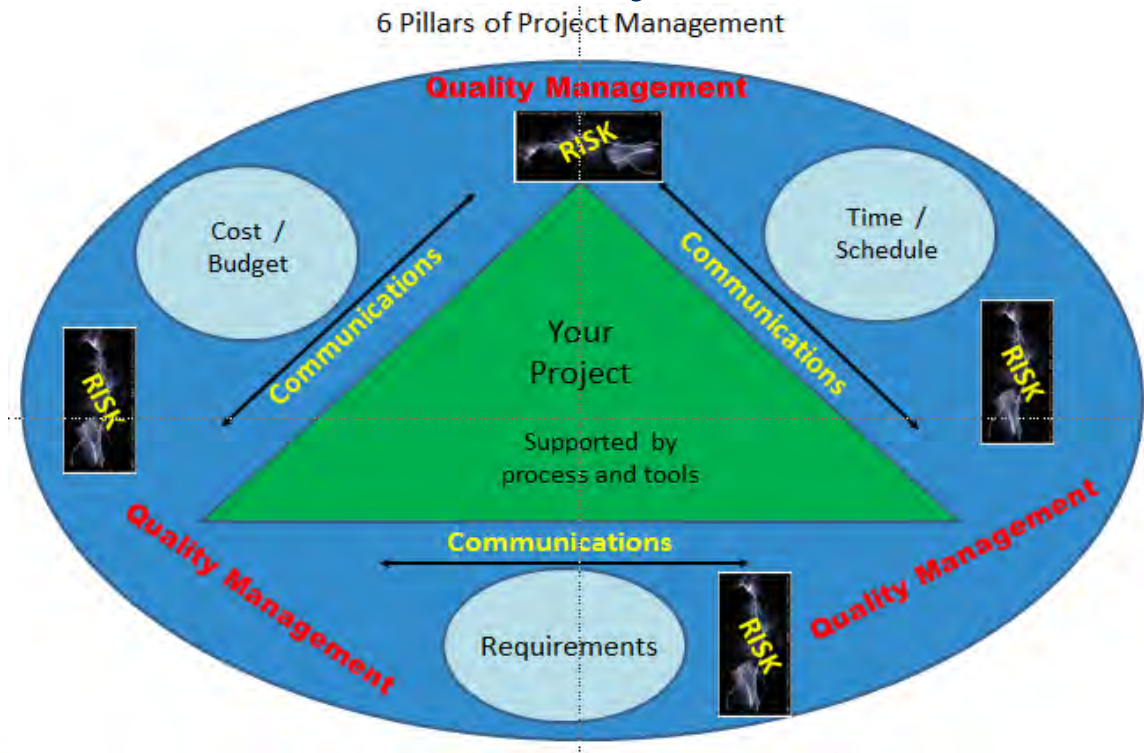
▼ Understanding the Project Life Cycle and Process Flow



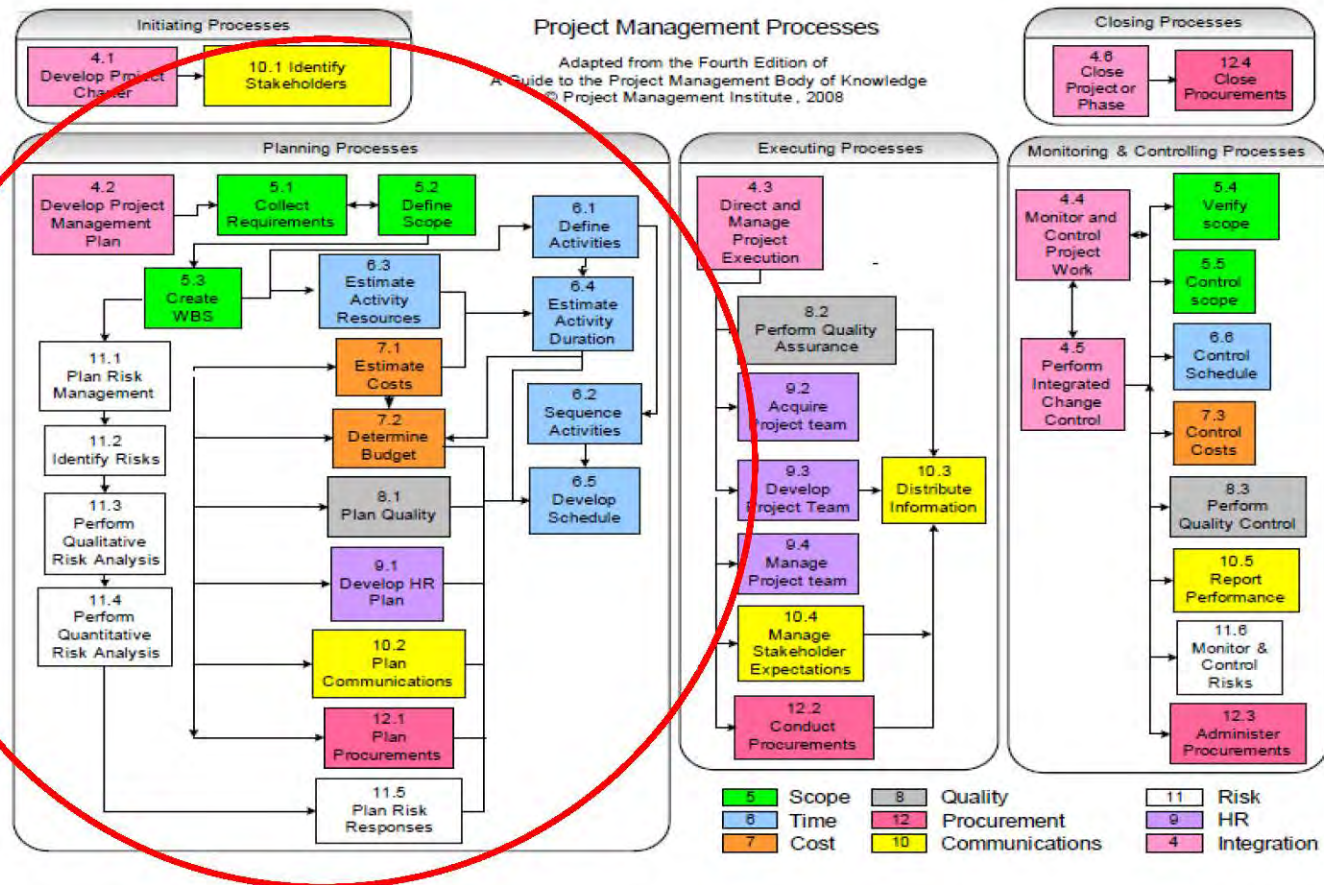
- ▼ Tailoring the Execution Phase
- ▼ Processes are intertwined and cyclical
- ▼ What about the project manager that “just wants to get the job done”

Integrated Project Management

- ▼ Cost / Schedule / Technical Performance = Core Pillars
- ▼ Quality Management / Risk / Communications = Support Pillars
- ▼ Planning Criticality
- ▼ Implementation Across the Life Cycle



Integrated Project Management



Determining SCOPE – Core Pillars

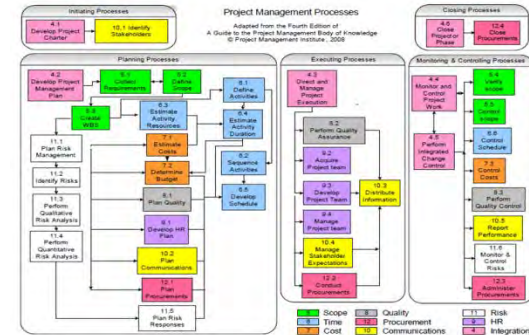
▼ Requirements Foundation

- Requirements Document
 - Clarity (needs, wants, outcomes)
 - Unknown Requirements
- Derived Requirements

Derived requirements are definitized through requirements analysis as part of the overall systems engineering process (SEP) and are part of the allocated baseline” DAU Glossary Terms

- Breaking Down Requirements – Create the WBS
 - Getting the sequence right
 - Depth of Sequencing
 - Level of skills required for each work package

WBS Defined - a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables



Scope = Performance Level (Requirements) + Budget Constraints (Cost) + Time

Work Package = a detailed short-span job or material item, identified for accomplishing work required

▼ Cost

Supporting Pillars – Risk Management

▼ Why worry about Risk?

- Early and Often saves \$\$\$\$'s
- Risk can be a benefit (opportunity)

▼ All hands evolution

- Regular and often reviews – Build into Schedule
- If/Then statements
- Preparation for issues / Contingencies

▼ Risk Comes with a Cost

- Risk Analysis
- Qualitative (*High/Med/Low*) vs Quantitative (*probability & regression*)



Risk Management= Early risk analysis has an impact to the core pillars of the project; cost, schedule, and performance.

Supporting Pillars – Quality Management

▼ What is Quality Management

- Quality Planning – Plan of How
- Quality Assurance – Execution Processes
- Quality Control – Measuring progress via Metrics
- Independent Verification/Validation – Look from outside

▼ Meeting the Requirements – more than just testing

- Plan, Requirements Matrix, coordination, Documentation, reviews

▼ Build into the Schedule



Quality = the degree to which a set of inherent characteristics fulfills requirements

Supporting Pillars – Communication

- ▼ Grounding Element of a Program/Project
- ▼ Stakeholder engagement / Expectation Management
- ▼ Must be planned (Who, What, Where, Why, How)
 - Appropriate Level @ Appropriate Time
- ▼ Changes with lifecycle advances

WBS Element	Project Team Members					Other Stakeholders		
	I.B.You	M. Jones	R. Smith	H. Baker	F. Drake	Sponsor	Clnt Mgt	Func Mgt
I.0.1.1 Activity A	N				R			
I.0.1.2 Activity B		R	C					
I.0.1.3 Activity C	R		S			A		G
I.0.2 Activity D			R		S			A
I.0.3.1 Activity E			R			N		
I.0.3.2 Activity F				R				
I.0.3.3 Activity G	R			S		A	A	
I.0.4 Activity H		R			C	N		

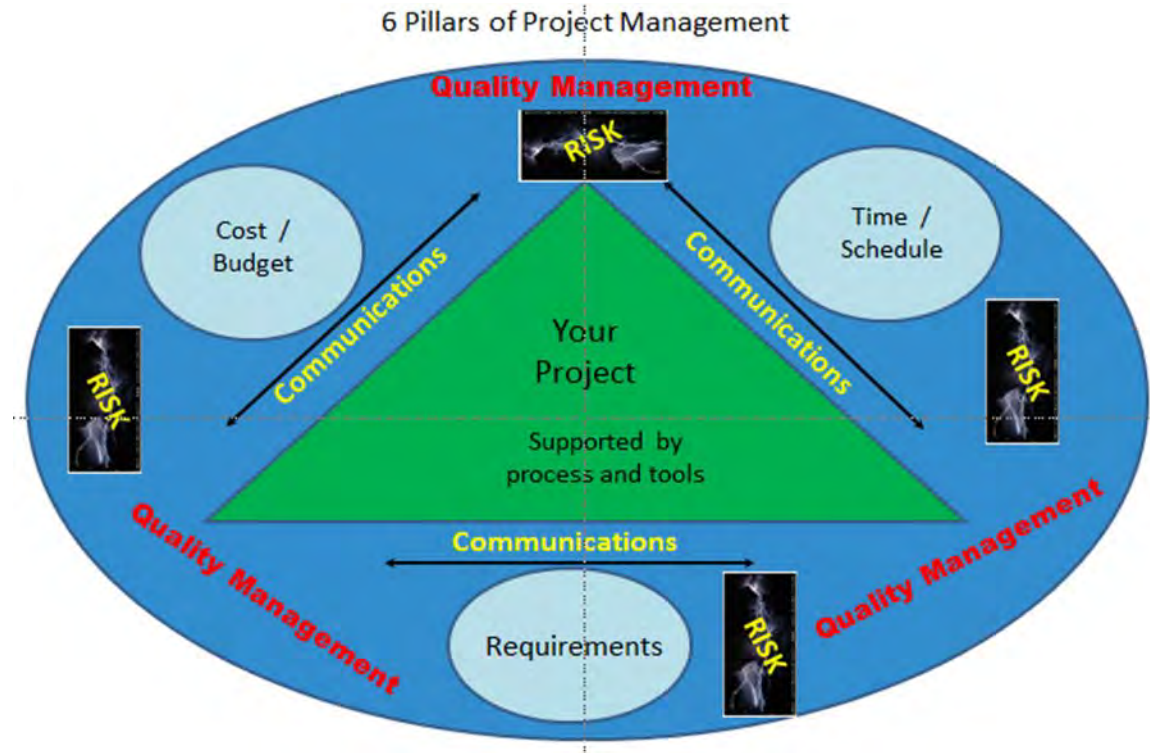
Key: R = Responsible, S = Support Required, C = Must Be Consulted, N = Must Be Notified, A = Approval Required, G = Gate Reviewer

Execute the Project

- ▼ Planning laid out the Project Roadmap
 - Schedule / Critical Path are known
- ▼ Comprehensive Requirements Understanding
 - Assemble the team – right people to right work, right time
 - What processes executed IAW Plan
- ▼ Continuous Risk Management
- ▼ Quality Control is active
 - Early defect detection
 - Requirements verification/validation
- ▼ Monitoring and Control
- ▼ Project Close out

Six Pillars of Project Management

▼ It all Starts with the Plan



- ▼ Plan guides the Project Lifecycle activities
- ▼ Supports Better Buying Power through efficient & effective execution